

Exhibit 300 (BY2009)

PART ONE	
OVERVIEW	
1. Date of Submission:	2007-07-03
2. Agency:	015
3. Bureau:	45
4. Name of this Capital Asset:	Common Services-Enterprise Application Integration Broker (EAIB)
5. Unique Project Identifier:	015-45-02-00-01-2533-00
6. What kind of investment will this be in FY2009?	
Mixed Life Cycle	
7. What was the first budget year this investment was submitted to OMB?	
FY2009	
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap.	
<p>EAIB is part of the modernized infrastructure and a component of the IRS Service Oriented Architecture. EAIB allows modernized systems to use common infrastructure, security and application services to leverage business systems and data repositories throughout the IRS. Using EAIB, projects avoid the need to develop costly customized solutions for each interface to data, application services, and security components. EAIB is an existing investment supporting Filing and Payment Compliance (F&PC) and Account Management Services (AMS). Initial EAIB development was funded by Systems Integration budgets. For FY007 and prior years, OMB directed IRS to allocate these budgets across Business Systems Modernization application projects. For FY008, the budget request for EAIB was part of an integrated E-300 that included EAIB, Portals, and Data Strategy. OMB only funded the requested budget for Portals. For FY009, the decision was made to submit a separate E-300 for EAIB. The requested funding is needed to support Modernized Vision and Strategy (MV&S) projects and to maintain, upgrade, and accelerate development of common services for re-use by these projects. The requested funds are critical so that these expected services are in place to support the IRS' strategic goals to improve taxpayer service, enhance enforcement of the tax law, and modernize the IRS. Projects that plan to use the EAIB to deliver business functionality include Internet Customer Account Services, Correspondence Examination Automation Support, Tax Return Retrieval, and future releases of F&PC and AMS. The EAIB will provide the ability for these projects to access multiple data sources via a single-service request and leverage existing EAIB services to reduce application development and maintenance costs. These capabilities will result in improved employee productivity, improved customer service through new and differentiated service options, and improved taxpayer compliance by reducing inaccuracy and latency. EAIB supports the IRS' strategic goals and objectives and provides direct value in meeting OMB and Treasury requirements of reducing costs by identifying, building and reusing common service components, and allowing re-use of business logic and data embedded within legacy systems. These results comply with Federal Enterprise Architecture guidance on optimizing solutions, reducing costs, and simplifying design by leveraging and reusing common services.</p>	
9. Did the Agency's Executive/Investment Committee approve this request?	
yes	
9.a. If "yes," what was the date of this approval?	
2007-08-16	
10. Did the Project Manager review this Exhibit?	
yes	
11. Project Manager Name:	
Lee, Harry	
Project Manager Phone:	
202-283-1551	
Project Manager Email:	
Harry.A.Lee@irs.gov	
11.a. What is the current FAC-P/PM certification level of the project/program manager?	

TBD
12. Has the agency developed and/or promoted cost effective, energy-efficient and environmentally sustainable techniques or practices for this project.
yes
12.a. Will this investment include electronic assets (including computers)?
yes
12.b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)
no
13. Does this investment directly support one of the PMA initiatives?
yes
If yes, select the initiatives that apply:
Expanded E-Government
13.a. Briefly and specifically describe for each selected how this asset directly supports the identified initiative(s)? (e.g. If E-Gov is selected, is it an approved shared service provider or the managing partner?)
The EAIB is neither an Approved Shared Service Provider nor a Managing Partner; rather, the EAIB is an internal IT component that supports IRS initiatives to develop applications that provide electronic access to tax-related data to the public. The EAIB reduces the expense and difficulty of creating new IT applications hence helps IRS to deliver high-quality services to citizens, while reducing the cost of delivering those services.
14. Does this investment support a program assessed using the Program Assessment Rating Tool (PART)?
no
15. Is this investment for information technology?
yes
16. What is the level of the IT Project (per CIO Council's PM Guidance)?
Level 2
17. What project management qualifications does the Project Manager have? (per CIO Council's PM Guidance)
(1) Project manager has been validated as qualified for this investment
18. Is this investment identified as high risk on the Q4 - FY 2007 agency high risk report (per OMB memorandum M-05-23)?
no
19. Is this a financial management system?
no
19.a.2. If no, what does it address?
The EAIB infrastructure enables business applications to utilize enterprise business services leveraging data and applications that exist on heterogeneous platforms (legacy and modernized). This environment provides the building blocks for IRS technology professionals to build new functional capabilities and systems by combining existing application services quickly. The rapid development of new services, and service re-use enhances IRS business employee's ability to better support the customer.
21. If this project produces information dissemination products for the public, are these products published to the Internet in conformance with OMB Memorandum 05-04 and included in your agency inventory, schedules and priorities?
n/a
22. Contact information of individual responsible for privacy related questions.
Name
Carlos Moura
Phone Number
202- 927-0730
Title
Management and Program Analyst

<i>Email</i>				
carlos.moura@irs.gov				
23. Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval?				
no				
24. Does this investment directly support one of the GAO High Risk Areas?				
yes				
SUMMARY OF SPEND				
1. Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated Government FTE Cost, and should be excluded from the amounts shown for Planning, Full Acquisition, and Operation/Maintenance. The total estimated annual cost of the investment is the sum of costs for Planning, Full Acquisition, and Operation/Maintenance. For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.				
All amounts represent Budget Authority				
	PY-1 & Earlier	PY	CY	
	-2006	2007	2008	
Planning Budgetary Resources	0.000	0.000	0.000	
Acquisition Budgetary Resources	0.000	0.000	0.000	
Maintenance Budgetary Resources	0.000	0.000	0.000	
Government FTE Cost	0.000	0.000	0.000	
# of FTEs	0	0	0	
Note: For the cross-agency investments, this table should include all funding (both managing partner and partner agencies).				
Government FTE Costs should not be included as part of the TOTAL represented.				
2. Will this project require the agency to hire additional FTE's?				
yes				
2.a. If "yes," how many and in what year?				
The EAIB is an existing investment funded through the IRS' infrastructure budgets until FY09. For FY009, a separate E-300 was submitted to fund EAIB activities. In addition to existing FTEs, the investment requires two FTEs for FY009. The additional FTEs are necessary to deliver the infrastructure to support the increase in demand for the EAIB services by projects such as Modernization Vision and Strategy (MV&S), Account Management Services (AMS), and Internet Customer Account Services (I-CAS).				
3. If the summary of spending has changed from the FY2008 President's budget request, briefly explain those changes.				
The EAIB, an existing investment, is part of the modernized infrastructure and a component of the IRS Service-Oriented Architecture. Initially, the costs of EAIB activities were funded by the Systems Integration budgets. For FY07 and years prior, the OMB directed the IRS to allocate these budgets across the Business Systems Modernization application projects, rather than creating separate E-300s. For FY08, the budget request for the EAIB was part of an integrated E-300 that included the EAIB, Portals, and Data Strategy. The OMB only funded the requested budget for Portals. With significant improvements to and expansion of EAIB services planned for FY009, the CPIC designated the EAIB to be a major investment. A separate E-300 exhibit submission has been developed for funding requests for FY09 and years out to comply with OMB directives. Because this is the initial submittal of a separate E-300, the Summary of Spending table contains planned spending for the EAIB lifecycle activities for FY009 and years out and does not include the costs of the EAIB for FY008 and years prior to avoid duplicate accounting.				
PERFORMANCE				
In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures (indicators)				

must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as, significant, better, improved that do not have a quantitative measure.

Agencies must use the following table to report performance goals and measures for the major investment and use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Map all Measurement Indicators to the corresponding Measurement Area and Measurement Grouping identified in the PRM. There should be at least one Measurement Indicator for each of the four different Measurement Areas (for each fiscal year). The PRM is available at www.egov.gov. The table can be extended to include performance measures for years beyond FY 2009.

	Fiscal Year	Strategic Goal Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Planned Improvement to the Baseline	Actual Results
1	2009	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Mission and Business Results	IT Infrastructure Maintenance	# of re-usable data delivery services and interfaces completed	28	Increase to 43	
2	2009	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Customer Results	Service Efficiency	# of EAIB consumers that utilize EAIB data services (EAIB consumers are other IRS systems that directly serve IRS taxpayers and customers)	7	Increase to 12	
3	2009	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Processes and Activities	Productivity	% of development FTE savings with EAIB solution compared to existing point-to-point approach (to develop and maintain interfaces)	46%	% savings increase to 64%	
4	2009	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Technology	Interoperability	Interface re-usability %: how much each implemented interface re-used to create multiple connections between modernized and legacy systems	19%	% re-usability increase to 37%	

5	2010	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Mission and Business Results	IT Infrastructure Maintenance	# of re-usable data delivery services and interfaces completed	28	Increase to 58	
6	2010	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Customer Results	Service Efficiency	# of EAIB consumers that utilize EAIB data services (EAIB consumers are other IRS systems that directly serve IRS taxpayers and customers)	7	Increase to 17	
7	2010	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Processes and Activities	Productivity	% of development FTE savings with EAIB solution compared to existing point-to-point approach (to develop and maintain interfaces)	46%	% savings increase to 74%	
8	2010	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Technology	Interoperability	Interface re-usability %: how much each implemented interface re-used to create multiple connections between modernized and legacy systems	19%	% re-usability increase to 49%	
9	2011	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Mission and Business Results	IT Infrastructure Maintenance	# of re-usable data delivery services and interfaces completed	28	Increase to 63	
10	2011	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management	Customer Results	Service Efficiency	# of EAIB consumers that utilize EAIB data services (EAIB consumers are other IRS	7	Increase to 20	

		and Conduct of the Depart. of Treasury			systems that directly serve IRS taxpayers and customers)			
11	2011	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Processes and Activities	Productivity	% of development FTE savings with EAIB solution compared to existing point-to-point approach (to develop and maintain interfaces)	46%	% savings increase to 77%	
12	2011	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Technology	Interoperability	Interface re-usability %: how much each implemented interface re-used to create multiple connections between modernized and legacy systems	19%	% re-usability increased to 53%	
13	2012	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Mission and Business Results	IT Infrastructure Maintenance	# of re-usable data delivery services and interfaces completed	28	Increase to 68	
14	2012	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Customer Results	Service Efficiency	# of EAIB consumers that utilize EAIB data services (EAIB consumers are other IRS systems that directly serve IRS taxpayers and customers)	7	Increase to 23	
15	2012	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Processes and Activities	Productivity	% of development FTE savings with EAIB solution compared to existing point-to-point approach (to develop and maintain interfaces)	46%	% savings increase to 79%	

16	2012	Ensure Professionalism, Excellence, Integrity, and Accountability in the Management and Conduct of the Depart. of Treasury	Technology	Interoperability	Interface re-usability %: how much each implemented interface re-used to create multiple connections between modernized and legacy systems	19%	% re-usability increased to 56%	
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EA

In order to successfully address this area of the business case and capital asset plan you must ensure the investment is included in the agency's EA and Capital Planning and Investment Control (CPIC) process, and is mapped to and supports the FEA. You must also ensure the business case demonstrates the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA.

1. Is this investment included in your agency's target enterprise architecture?

yes

2. Is this investment included in the agency's EA Transition Strategy?

yes

2.a. If yes, provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment.

Common Services - Enterprise Application Integration Broker (Common Services -EAIB)

3. Is this investment identified in a completed (contains a target architecture) and approved segment architecture?

yes

3.a. If yes, provide the name of the segment architecture as provided in the agency's most recent annual EA Assessment.

Enterprise Transition Plan, Volume 1: Enterprise Transition Strategy (IRS)

4. Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.whitehouse.gov/omb/egov/>.

Component: Use existing SRM Components or identify as NEW. A NEW component is one not already identified as a service component in the FEA SRM.

Reused Name and UPI: A reused component is one being funded by another investment, but being used by this investment. Rather than answer yes or no, identify the reused service component funded by the other investment and identify the other investment using the Unique Project Identifier (UPI) code from the OMB Ex 300 or Ex 53 submission.

Internal or External Reuse?: Internal reuse is within an agency. For example, one agency within a department is reusing a service component provided by another agency within the same department. External reuse is one agency within a department reusing a service component provided by another agency in another department. A good example of this is an E-Gov initiative service being reused by multiple organizations across the federal government.

Funding Percentage: Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the funding level transferred to another agency to pay for the service.

	Agency Component Name	Agency Component Description	Service Type	Component	Reused Component Name	Reused UPI	Internal or External Reuse?	Funding %
1	Legacy Access	Access to legacy data sources in the IRS CPE (Current Production Environment). Legacy Access	Development and Integration	Legacy Integration			No Reuse	15

		component uses a set of proprietary commands to access proprietary formatted data stores on IBM and UNISYS with a given security enforcement rules for each access.						
2	Application Integration	The Application Integration component of the EAIB allows the IRS to build Business capabilities by combining existing applications services in new ways. This component orchestrates a seamless integration of modernized/CPE business logics taking into account IRS' security enforcement rules, and legacy proprietary formatted data stores.	Development and Integration	Enterprise Application Integration			No Reuse	15
3	Data Integration	The Data Integration component integrates data access from heterogeneous data sources residing in data stores in the CPE and modernized environments. The Data Integration component takes into account the data format security rules and error handling.	Development and Integration	Data Integration			No Reuse	15
4	Infrastructure Management	Perform EAIB infrastructure services such as monitoring, and O&M.	Asset / Materials Management	Computers / Automation Management			No Reuse	20
5	Identification and Authentication	Security Services - Identification and Authentication component of the EAIB provides Identification and Authentication services.	Security Management	Identification and Authentication			No Reuse	2
6	Access Control	Control access rights to the EAIB and elements of the	Security Management	Access Control			No Reuse	2

		EAIB.						
7	Audit Control	Monitor EAIB and EAIB infrastructure and captures Audit Trail records. The IRS' Mission Assurance guidance will identify the type of records that needs to be captured and sent to storage.	Security Management	Audit Trail Capture and Analysis			No Reuse	1
8	Security Services	Monitor EAIB and EAIB infrastructure for intrusions.	Security Management	Intrusion Detection			No Reuse	1
9	Virus Protection	Monitor EAIB and EAIB infrastructure for intrusions	Security Management	Virus Protection			No Reuse	1

5. To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component: Service Components identified in the previous question should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications.

Service Specification: In the Service Specification field, Agencies should provide information on the specified technical standard or vendor product mapped to the FEA TRM Service Standard, including model or version numbers, as appropriate.

	SRM Component	Service Area	Service Category	Service Standard	Service Specification (i.e., vendor and product name)
1	Legacy Integration	Service Access and Delivery	Service Transport	Supporting Network Services	IRS AMDAS, LDAP, SNMP, DNS
2	Legacy Integration	Service Access and Delivery	Service Transport	Service Transport	TCP, IP
3	Legacy Integration	Service Platform and Infrastructure	Database / Storage	Database	Oracle v10
4	Legacy Integration	Component Framework	Data Interchange	Data Exchange	SOAP via AMDAS (IRS-developed service)
5	Legacy Integration	Component Framework	Data Management	Database Connectivity	JDBC
6	Legacy Integration	Service Interface and Integration	Integration	Middleware	WebMethods Integration Server
7	Legacy Integration	Service Interface and Integration	Integration	Enterprise Application Integration	WebMethods Broker Server
8	Legacy Integration	Service Interface and Integration	Interoperability	Data Format / Classification	XML
9	Legacy Integration	Service Interface and Integration	Interoperability	Data Types / Validation	XML Schema
10	Legacy Integration	Service Interface and Integration	Interoperability	Data Transformation	WebMethods Adaptors
11	Legacy Integration	Service Interface and Integration	Interface	Service Discovery	WebMethods Servicenet

12	Legacy Integration	Service Interface and Integration	Interface	Service Description / Interface	WSDL
13	Enterprise Application Integration	Service Access and Delivery	Service Requirements	Legislative / Compliance	EAIB Security Plan
14	Enterprise Application Integration	Service Access and Delivery	Service Transport	Supporting Network Services	IRS AMDAS, LDAP, SNMP, DNS
15	Enterprise Application Integration	Service Access and Delivery	Service Transport	Service Transport	TCP, IP, HTTP, HTTPS
16	Enterprise Application Integration	Service Platform and Infrastructure	Database / Storage	Database	Oracle v10
17	Enterprise Application Integration	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Sun Microsystems (V490, V240)
18	Enterprise Application Integration	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Hewlett Packard ProLiant
19	Enterprise Application Integration	Component Framework	Data Interchange	Data Exchange	SOAP via AMDAS (IRS-developed service)
20	Enterprise Application Integration	Component Framework	Data Management	Database Connectivity	JDBC
21	Enterprise Application Integration	Service Interface and Integration	Integration	Middleware	WebMethods Integration Server
22	Enterprise Application Integration	Service Interface and Integration	Integration	Enterprise Application Integration	WebMethods Broker Server
23	Enterprise Application Integration	Service Interface and Integration	Interoperability	Data Format / Classification	XML
24	Enterprise Application Integration	Service Interface and Integration	Interoperability	Data Types / Validation	XML Schema
25	Enterprise Application Integration	Service Interface and Integration	Interoperability	Data Transformation	WebMethods Adaptors
26	Enterprise Application Integration	Service Interface and Integration	Interface	Service Discovery	WebMethods Servicenet
27	Enterprise Application Integration	Service Interface and Integration	Interface	Service Description / Interface	WSDL
28	Data Integration	Service Interface and Integration	Interoperability	Data Transformation	WebMethods Adaptors
29	Data Integration	Service Access and Delivery	Service Requirements	Legislative / Compliance	EAIB Security Plan
30	Data Integration	Service Access and Delivery	Service Transport	Supporting Network Services	IRS AMDAS, LDAP, SNMP, DNS

31	Data Integration	Service Access and Delivery	Service Transport	Service Transport	TCP, IP, HTTP, HTTPS
32	Data Integration	Service Platform and Infrastructure	Database / Storage	Database	Oracle v10
33	Data Integration	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Sun Microsystems (V490, V240)
34	Data Integration	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Hewlett Packard ProLiant
35	Data Integration	Component Framework	Data Interchange	Data Exchange	SOAP via AMDAS (IRS-developed service)
36	Data Integration	Component Framework	Data Management	Database Connectivity	JDBC
37	Data Integration	Service Interface and Integration	Integration	Middleware	WebMethods Integration Server
38	Data Integration	Service Interface and Integration	Integration	Enterprise Application Integration	WebMethods Broker Server
39	Data Integration	Service Interface and Integration	Interoperability	Data Format / Classification	XML
40	Data Integration	Service Interface and Integration	Interoperability	Data Types / Validation	XML Schema
41	Data Integration	Service Interface and Integration	Interoperability	Data Transformation	WebMethods Adaptors
42	Data Integration	Service Interface and Integration	Interface	Service Discovery	WebMethods Servicenet
43	Data Integration	Service Interface and Integration	Interface	Service Description / Interface	WSDL
44	Computers / Automation Management	Service Access and Delivery	Service Requirements	Hosting	IRS Enterprise Computing Centers
45	Computers / Automation Management	Service Access and Delivery	Service Transport	Supporting Network Services	IRS AMDAS, LDAP, SNMP, DNS
46	Computers / Automation Management	Service Access and Delivery	Service Transport	Service Transport	TCP, IP, HTTP, HTTPS
47	Computers / Automation Management	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Hewlett Packard ProLiant
48	Computers / Automation Management	Service Interface and Integration	Integration	Enterprise Application Integration	WebMethods Management Server
49	Identification and Authentication	Service Access and Delivery	Service Requirements	Authentication / Single Sign-on	Enterprise Directory Authentication Services 2.0
50	Access Control	Service Access and Delivery	Service Requirements	Authentication / Single Sign-on	Enterprise Directory Authentication Services
51	Audit Trail Capture and Analysis	Service Access and Delivery	Service Requirements	Legislative / Compliance	IRS SAAS
52	Intrusion Detection	Component Framework	Security	Supporting Security Services	RealSecure
53	Virus Protection	Component	Security	Supporting Security	VFind

		Framework		Services	
54	Virus Protection	Component Framework	Security	Supporting Security Services	Symantec
55	Virus Protection	Component Framework	Security	Supporting Security Services	RealSecure

6. Will the application leverage existing components and/or applications across the Government (i.e., FirstGov, Pay.Gov, etc)?

no

PART TWO

RISK

You should perform a risk assessment during the early planning and initial concept phase of the investment's life-cycle, develop a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the investment's life-cycle.

Answer the following questions to describe how you are managing investment risks.

1. Does the investment have a Risk Management Plan?

yes

1.a. If yes, what is the date of the plan?

2007-07-23

1.b. Has the Risk Management Plan been significantly changed since last year's submission to OMB?

no

3. Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule:

The Risk information from all stakeholders plus Risk categories from OMB were assessed for their relevance to the EAIB project. The Life Cycle costs are risk-adjusted. Each cost element in the cost basis was increased by a percentage ranging from 10% to 30% depending on the initial risk assessment. The estimation of probabilities of occurrences under likely scenarios is determined through consensus achieved by subject matter experts. Three impact categories are considered, Cost, Schedule, and Performance. However, the project is not restricted to accounting for one or more of these when analyzing a risk. Cost is made the primary and common impact category for consideration. Cost impact percentages are derived from the criticality ratings and the probability of occurrences scores. The risk percentages are applied against the annual budget for this project.

COST & SCHEDULE

1. Does the earned value management system meet the criteria in ANSI/EIA Standard 748?

no

2. Is the CV% or SV% greater than $\pm 10\%$?

3. Has the investment re-baselined during the past fiscal year?

no